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CTR-0544

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6 AUG 1974

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MEMORANDUM FOR: Deputy Director for Management & Services  
Director of Training

SUBJECT : Midcareer Course

A. GENERAL

We have been highly pleased with the Midcareer Course, and consider it a very worthwhile developmental program for our middle managers. The Office of Communications (OC), however, has two scheduling problems in meeting selection criteria:

1. The under-40-age restriction.
2. Insufficient OC quota to meet needs.

B. BACKGROUND

1. The OTR under-age-40 enrollment criterion, which is strictly adhered to by the DDM&S, eliminates from consideration 73.5% of our OC officers in grades GS-12 and GS-13. As an example, the average age of our GS-13 is 43.1 years, while the GS-12 average is 42 years of age. In other words, [REDACTED] GS-12 and GS-13 personnel are not eligible to attend the Midcareer Course under the existing criteria.

2. For the past four runnings of the Midcareer Course, we have been able to place only one participant in each course. We have been advised by the DDM&S Training Officer that with nine offices competing for DDM&S's seven billets we should not plan on more than one participant per Midcareer Course, and that at times we might not have any participants in the course.

C. DISCUSSION

1. The statistics given in B.1. above indicate that the average OC careerist does not reach the midpoint in his career until he is past age 40. We are not sure whether

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this is unique to OC, but perhaps other offices have the same problem, at least to some degree. The Office of Communications does have a need to provide selected individuals over age 40 with midcareer developmental training. Many of these OC personnel have the potential, and will in fact be promoted to more senior levels of responsibility. The Midcareer Course is an excellent vehicle to help prepare them for this responsibility.

2. Even if we were firmly able to count on getting one participant in each Midcareer Course, or a maximum of six per year, we are barely scratching the surface of our needs. Our problems in this area are; first of all, the need to have more OC participants in each Midcareer Course; and secondly, to train many of our over-age-40 group. In the nearly eleven years since the inception of the Midcareer Program, the Office of Communications has had trained a total of [REDACTED] officers. This figure represents slightly over [REDACTED] total OC workforce. Even after recent personnel reductions OC has more than [REDACTED], which is approximately [REDACTED] the entire Directorate. We have not received a proportionate share of Midcareer Course billets.

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#### D. CONCLUSIONS

Based on this information, we are led to the conclusion that we have some rather serious Midcareer training problems. These problems cannot be solved from within the Office of Communications. We need help from both the DDM&S and from the Office of Training. We have a backlog of "over-age-40" officers who should get Midcareer training soon. We presently have 19 nominations of GS-12 and GS-13 officers within OC competing for the Midcareer Course billets for just the first half of FY-75. We need to train more personnel of the over-40-years group as well as the under-age-40 group in the Midcareer Course.

#### E. RECOMMENDATIONS

1. To alleviate our problem we would ask you to consider the following recommendations:

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a. Waive the present age restrictions allowing this office, when deemed necessary, to nominate officers up through age 44 to the Midcareer Course.


b. If 1.a. above is approved, then additional runnings of the Midcareer Course would help to solve some of the problems in the over-age-40 group.

c. If 1.a. is not approved, and to help alleviate the present log-jam, we recommend that OTR conduct two to three special runnings of the Midcareer Course for "overage" officers from all directorates. This would preserve one of the great benefits of the course by providing the intra-agency mix of divergent participant backgrounds. The "mix" may not have to be as great as in the regular Midcareer Course, but since some directorates and independent offices may not have a critical over-age-40 problem there should be additional billets for the needy offices. If OTR resources would not permit additional Midcareer Courses, then OTR should consider dedicating one of their regularly scheduled courses periodically to accomplish this objective.

2. To meet our continuing Midcareer training requirements, and to prevent future "log-jams," we strongly recommend that our present "quota" be raised to a minimum of three participants in each Midcareer Course, and more participants on a space available basis.

3. Since close coordination by DDM&S and OTR is required this memorandum is addressed to both. We will be glad to answer any further questions you might have if you will contact our OC Training Office Extension 2343.

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Director of Communications

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